Memorandum

Date: October 19, 2006

To: Department Directors

From: George M. Burgess
County Manager

Subject: Business Planning and Management Performance Reporting

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Over the course of the past few years, we have achieved significant milestones in our pursuit of becoming a results-driven organization. On July 7th, 2005, the Board of County Commissioners adopted the Governing for Results Ordinance which codifies the general principles for our strategic planning, business planning, and resource allocation processes, and includes provisions regarding managerial accountability and performance, as well as performance measurement, monitoring, and reporting. One year ago, we reengineered our business planning and management performance reporting process, primarily to take advantage of a newly acquired tool – our performance management system, ActiveStrategy Enterprise (ASE). "Strategic Management Meeting Day" was established in order to provide greater opportunity for county executives to routinely review organizational performance. In the spirit of seeking continuous improvement, the new fiscal year's strategic management processes build upon those already established.

Updating Departmental Business Plans

The conceptual approach to business planning is consistent with previous years. Like last year, the County's automated performance management system ActiveStrategy Enterprise (ASE) will be a valuable tool in this process. Business plans should continue to closely align with the County Strategic Plan and be updated to reflect funded priorities as identified through the approved Resource Allocation and Multi-Year Capital Plan. Additionally, departments should ensure that business plans include departmental priorities, as this information will provide input for development of FY 2007-08 budget priorities in January. The development of the business plans should be a collaborative effort between Departmental staff, the Office of Strategic Business Management, and the County Manager's Office. Departments should work closely with OSBM and the County Manager's Office throughout the development of the business plans to ensure all issues and priorities are identified prior to submission of the final business plan.

Some adjustments have been made to the business plan format. Compilation of departmental information has been simplified; several items can be simply copied from existing sources and placed into an attachment of the business plan. This restructuring also allows us to emphasize the alignment of departmental operations with strategic plan components and highlight them in the business plan narrative. This year's preparation process is split into two segments. Segment 1 includes identification of the department's mission, purpose, organizational structure, financial issues, business environments and strategic alignment including departmental objectives, key programs and initiatives. Segment 2 consists of the specific departmental performance measures and targets. The major steps and deadlines are summarized as follows:

Step 1: Ensure that all ASE objects reflect the recently adopted budget and service levels   By October 23, 2006

Step 2: Complete Segment 1 (see above) of the business plan   By November 30, 2006

Step 3: Departments finalize Segment 2 (see above)   By January 26, 2007

Step 4: Final Business Plans posted on Internet   February 2007

Attached are copies of the revised business plan instructions (Attachment A) and narrative template (Attachment B). Copies of the instructions, template, and examples are also available on-line at http://www.miamidade.gov/mps/businessplans_main.asp

Management and Performance Reporting - Business Reviews/Assessments

Last year we began to use ActiveStrategy Enterprise (ASE) to report performance data. A process was established so that, monthly, directors review their departmental scorecards (objectives and measures) with their key staff to discuss performance and opportunities for improvement. These monthly (and quarterly at the ACM level) "business reviews" continue to be the cornerstone of a significant shift in how we manage. These meetings will generally be held on strategic management meeting day, which is the first Friday following the second Board of County Commissioners' meeting each month. A schedule outlining these dates will be posted when the FY 2006-07 BCC calendar is finalized. Additional details on the business review process are contained in Attachment C.

I will be attending some of the upcoming October 27 quarterly strategic management meetings with your Assistant County Managers. Since I will be reviewing scorecards, measures, and initiatives prior to these meetings, I am requesting that all data from FY 2005-06 be entered into ASE by October 20 to allow enough lead time for review and analysis.

I'd like to expand upon a few points from my August 17 memorandum to executive staff. It is crucial that we focus on having the vital issues in the ASE performance management system, not an abundance of extraneous minutia. ASE is not intended to replace existing detailed project management systems, but to be a strategy deployment tool. Your items in ASE should be limited to the most important issues and measures of your departments.

Another issue that I had mentioned in my August 17 memorandum is the development and use of performance targets and benchmarking. Attachment D summarizes some key points that should assist with this effort. A website has also been set up that has additional resources and links to others; the link can be found at http://www.miamidade.gov/mps/.

It is easy to get caught up in our day-to-day putting out of fires. It is critical, however, that we routinely step back and think of our strategic objectives and gauge our progress. A good practice to help ensure that this happens is to place on your calendar, for example, a 30-minute time slot each week or two to review your scorecard, objectives, measures, and initiatives in ASE. This practice should help keep you focused on our long range strategic goals and objectives and help you detect performance problems early.

Our strategic management processes have matured much over the past few years and I am extraordinarily proud of how far we have come. We have forged, with the community and elected leaders, our first ever strategic plan, created a strategic management framework, published annual community performance reports, launched our 311 system and have been nationally recognized for our efforts with a number of awards.

If you have any questions, please contact Corinne Brody of my office at 305-375-5915 or Jennifer Glazer-Moon of the Office of Strategic Business Management at 305-375-5143.

Attachments

cc: Murray Greenberg, County Attorney
      Marvin O'Quinn, President, Public Health Trust
      Assistant County Managers
      Assistants to the County Manager
      Office of Strategic Business Management Staff

cmo/00907

INSTRUCTIONS FOR DEPARTMENT BUSINESS PLANS
Fall 2006

PURPOSE

The purpose of your Department business plan is to succinctly describe your Department and its purpose and mission, communicate the intended accomplishments for your Department for the current and next fiscal year, as well as describe any factors which may limit your Department's ability to achieve these accomplishments. Your Department business plan together with the County Strategic Plan will help guide the resource allocation process, providing an opportunity to re-evaluate allocations of funding. Your Department business plan should be prepared as a collaborative effort with Departmental staff, the Office of Strategic Business Management (OSBM), and your Assistant County Manager. This collaborative effort should include constant input throughout the development of the document prior to final submission to OSBM and the Assistant County Manager.

BACKGROUND

On June 3, 2003, the Miami-Dade County Board of County Commission adopted the service delivery goals, strategies and key outcomes that comprise the Strategic Plan for Miami-Dade County. These build on the mission statement and priority themes previously endorsed by the Board of County Commission in six comprehensive areas of service delivered by our County government:

- *Economic Development*
- *Health and Human Services*
- *Neighborhood and Unincorporated Area Municipal Services*
- *Recreation and Culture*
- *Public Safety*
- *Transportation*

Each service delivery area defines goals with key intended outcomes, strategies for achieving those, and preliminary measures by which we can gauge our success. The priority outcomes for each strategic area provide our community's "evaluation yardstick" for the future. Supporting these service delivery priorities are goals, strategies and key outcomes for our internal support and general government departments, together referred to as *Enabling Strategies*. Attachment A-1 provides a summary of the County Strategic Plan.

Implementation of this plan is the responsibility of all County Departments and was effective beginning in Fiscal Year 2003-04 through the Department business planning and resource allocation processes. This document provides an outline of the County Strategic Plan based business plan format, definitions and examples. While many processes use these terms in different ways, Miami-Dade County has developed a standardized set of definitions for all County Departments to use as part of the strategic planning and business planning processes.

Our Countywide *Vision, "Delivering Excellence Every Day"*, communicates the community's shared vision for the best possible future for Miami-Dade County government.

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Rev: 10/18/2006

Our Countywide *Mission* statement communicates the role of our government. Miami-Dade County's mission statement is *"delivering excellent public services that address our community's needs and enhance our quality of life"*.

Our *Guiding Principles* communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed.

Our nine priority *Strategic Themes* represent what we consider to be the most significant challenges and opportunities facing Miami-Dade County government.

We have developed **goal statements** across all County Departments that provide direction to address the strategic themes and help guide us towards the desired future.

For each **goal statement** we have defined a desired **outcome** or set of outcomes that the County must achieve to be successful in accomplishing the goal. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).

For each outcome(s), **strategies** summarize at a broad Countywide level the actions that will be taken to achieve the outcome(s).

Objectives are statements of intent that are linked to a scorecard. For example, departmental objectives articulate what a the department is trying to achieve. Strategic Plan Goals and Outcomes are objectives linked to the County Manager and ACM Scorecards. A Department's scorecard consists of departmental objectives that are linked to the Strategic Plan Goals and Outcomes.

An **initiative** is a specific coordinated effort to improve performance. Typically they are projects with specific deliverables and start and end dates. Initiatives are loaded and tracked in the county's performance management system (ASE). Additional information and terminology pertaining to ASE can be found at http://www.miamidade.gov/mps/

Department programs (sometimes referred to as activities) are actions or groups of actions that will be undertaken by a particular department in a specific fiscal year in order to implement a strategy. Generally, programs are already established and on-going (unlike initiatives which are generally new or recently created and have an anticipated fixed life cycle, but sometimes become programs).

Key performance indicators (KPIs) are the measures that express the County's performance intentions directly related to the outcomes in the County Strategic Plan.

Departmental performance indicators are typically quantifiable input or output measures associated with a departmental program or initiative that impacts an outcome and associated KPI. All performance indicators are comprised of a name, description, actual performance levels, target performance level, and an owner (or owners).

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GENERAL BUSINESS PLAN SUBMITTAL INSTRUCTIONS

Business plan preparation is divided into two distinct segments:

> Segment 1 includes identification of the department's mission, purpose, organizational structure, financial issues, business environments and strategic alignment including departmental objectives, key programs and initiatives. Departments should complete segment 1 of the business plan using the template (available on-line at *http://www.miamidade.gov/mps/businessplans_main.asp*) Segment 1 should be submitted to your Assistant County Manager and budget analyst **no later than Thursday, November 30, 2006.**

> Segment 2 consists of the specific departmental performance measures and targets. The information for this segment of the business plan is entered into ActiveStrategy Enterprise (ASE), the County's web-based performance management system at *http://performance.miamidade.gov.* Segment 2 should be completed (entered into ASE) and reviewed by your Assistant County Manager and budget analyst **no later than Friday, January 26, 2007.** Departments should meet with their Assistant County Manager and budget analyst in advance of this date to review preliminary drafts and ensure that there are no pending issues upon submission.

It is important for Departments to thoroughly review the County Strategic Plan goals and outcomes and determine which of your programs/initiatives and activities support those identified goals and outcomes. The priority goals and outcomes contained in the County Strategic Plan should continue to be the primary guide in developing your business plans. The priorities and implementation strategies in each service delivery area were developed by Department staff for that area based on input from the community. Department business plans detail what will be accomplished to achieve County Strategic Plan goals and outcomes each year and provides the strongest links to the County's operating and capital budget. The business plan should be updated (as appropriate) to include funded priorities as identified through the resource allocation process.

Departments may identify programs/initiatives that do not appear to directly link to the County Strategic Plan. However, the goals of the County Strategic Plan are broadly defined and it is anticipated that the majority of the work in the Department would be addressed by the County Strategic Plan goals.

The development of your Department business plan is a team effort and requires the participation of both executive staff as well as other senior staff in the Department. A plan that is put together without participation from managers and staff who must actually carry it out will result in a document to which only the executive staff is committed. The executive staff can lay out the Department's performance objectives, measures, and initiatives for the next fiscal year. However, these should be reviewed with managers and other key staff to solicit input regarding any factors that may influence the Department's ability to achieve its performance intentions and to define required actions to achieve the performance goals. At a minimum, the Department's business planning

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process should include its executive staff, operations managers and supervisors, budget manager(s), human resource manager(s), and information technology manager(s). It is useful to have one person in the Department designated with coordinating the preparation of the business plan.

Detailed instructions for each of the two segments are contained in the following pages.

DETAILED INSTRUCTIONS FOR COMPLETING SEGMENT 1

COVER PAGE
Use the template provided to fill in your Department's name and the date the business plan document was completed and approval signatures of the Department Director and Assistant County Manager.

TABLE OF CONTENTS
The template provides the general sections of your business plan. Page numbers are provided as a guide only. **Update the page numbers once you have completed the entire plan.**

EXECUTIVE SUMMARY (OPTIONAL)
This section is provided as a method to succinctly summarize the Department's entire business plan. It should serve as a stand alone document that can be provided as a Departmental synopsis highlighting the following areas:

- A brief description of the Department with a high level table of organization showing the major functions performed by the Department
- A summary of the *most significant* programs/initiatives and activities to be achieved in the current and next fiscal year
- A brief discussion of *significant* factors critical to the Department's successful implementation of the business plan

Departments should consider this section optional and evaluate its usefulness for not only the Department but for readers of the business plan. For example, Departments with short and succinct business plans may not require a summarization method. If, your Department chooses **NOT** to include this section, please delete this section and adjust the table of contents.

DEPARTMENT PURPOSE/MISSION
Provide the Department's mission statement or purpose statement. Standard language will be included in all business plans that will refer the reader to Attachment 1 which will contain the departmental profile. Instructions for this attachment are addressed later in this document.

STRATEGIC ALIGNMENT

This section highlights the department's alignment with the County's Strategic Plan. Departments should review the strategic area details of the County Strategic Plan available on-line at http://www.miamidade.gov/stratplan/home.asp. Departments should identify those components from the County Strategic Plan that the Department functionally supports both at the goal level and at the outcome level and incorporate the goals and outcomes identified in this section of the Department business plan.

The departmental objectives (should coincide with the departmental scorecard objectives in ASE) should then be listed under the strategic plan outcomes that they align with. If an objective aligns to more than one strategic plan outcome, it should be listed under the outcome that it is most strongly aligned with, and then annotated in parenthesis that it also aligns with another outcome. (e.g. "also aligns with NU4-2")

KEY PROGRAMS AND INITIATIVES

The department should list and summarize its key programs and initiatives (see definitions in Background section at the beginning of these instructions) and group them according to the relevant balanced scorecard perspective. Examples by perspective include:

Customer: include programs and initiatives associated with improving customer satisfaction. Customer feedback plans should be included here (for example, as an initiative). The plans should provide a brief summary of completed customer feedback efforts, status of on-going efforts, and description of planned efforts (including surveys, focus groups, direct observation) to be implemented over the course of the next two fiscal years. For each customer feedback effort, please include the following:

- Target population of the customer feedback/research effort (Which customers does each pertain to?)
- Description of the purpose of each customer feedback/research effort
- Description of how the information was used or will be used to improve performance (What was done or will be done with the information once it is obtained?)
- General timeframe for implementation and reporting of efforts

Financial: include programs and initiatives related to your department's financial objectives. An example of this type of an initiative would be cost reduction effort.

Internal: include programs and initiatives related to your department's internal processes. Examples include analysis and improvement of a department's use of technology, procurement methods, or accounting practices.

Learning and Growth: include programs and initiatives related to employee development. Examples include training initiatives for employees, and departmental succession plans.

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PERFORMANCE MEASURES AND TARGETS

Standard language will be included in all business plans that will refer the reader to Attachment 2 which will contain the Business Plan Report (produced from the County's automated performance management system, ASE). Information for this report is compiled as Segment 2 of the business plan. Instructions for this attachment are addressed later in this document.

CRITICAL SUCCESS FACTORS

Provide a brief description (bullets) of issues critical to successful implementation of your business plan and any limiting factors that could impact your Department's ability to succeed. These factors may include concerns about future and pending incorporation and annexations on ability to provide services, legislative issues that may impact provision of services, or other factors affecting the department's ability to meet its performance objectives. Any anticipated challenges with obtaining internal support (e.g. Enabling Strategies department services) should also be highlighted; however, the department should address these challenges in their business plans (through an initiative, for example).

3 TO 5 YEAR OUTLOOK

Provide a brief discussion of activities, programs, or initiatives anticipated beyond FY2007-08 required to achieve strategic goals and outcomes. Include the impact of any potential changes in your business environment, anticipated achievement of milestones or anticipated obstacles for major projects, looming legislative changes or mandates.

For Strategic Plan goals and outcomes that are not addressed or only partially addressed in your business plan, provide a brief overview of how desired performance levels will be achieved.

Attachment 1
DEPARTMENTAL PROFILE
Department Description
Provide a detailed description of the Department including:

- A brief history of the Department which includes significant events that continue to impact the Department's mission or purpose
- A description of the Department's major duties and responsibilities and governance structure, including a discussion of major contracted operations (if any)
- A brief description and map of Department facilities, if applicable
- Current innovative programs and initiatives
- New services or programs anticipated for the next fiscal year

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Table of Organization

- Should be obtained from your budget analyst followed by a discussion of the major changes in staffing levels focused on how these changes relate to changes in performance
- The table of organization should clearly show reporting relationships within the organization
- A brief discussion of organizational issues for the current fiscal year, if applicable

Financial Summary

- Copy and paste after obtaining from your budget analyst
- Include explanations for significant increases or decreases in revenues, expenditures, or personnel

Provide a discussion of major funding sources, major variances from prior years and significant in-kind services focused on how these changes relate to changes in performance. For proprietary Departments, include a brief discussion of current fees and any potential impacts to future year performance.

Capital Budget Summary

- Copy and paste after obtaining from your budget analyst
- Include explanations for significant increases or decreases in revenues, expenditures, or personnel

Provide a discussion of major funding sources, major variances from prior years and significant in-kind services focused on how these changes relate to changes in performance. For proprietary Departments, include a brief discussion of current fees and any potential impacts to future year performance.

Current Business Environment
Provide a brief discussion of the following:

- Customers served and major customer service trends
- Regulatory environment, anticipated changes and impacts of those changes
- Changes in business practices affecting the organization
- Issues regarding privatization of government services
- How customer feedback was used to improve performance, if applicable

Proprietary Departments, particularly those operating in competitive environments should also address the following:

- Geographical service area
- Industry background including market participants, general state of the economy and impacts on the industry in general
- List of competitors with particular emphasis on those in the geographical service area, including market share – How has the competition changed over the last few years and are any new competitive threats anticipated

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DETAILED INSTRUCTIONS FOR COMPLETING SEGMENT 2

Attachment 2
BUSINESS PLAN REPORT

The performance objectives and measures portion of the departmental business plan is completed using the County's performance management software, ASE. This portion consists of the departmental scorecard followed by more detailed information on the departmental performance measures.

Before making adjustments to ASE, it is recommended that departments draw a strategy map (see diagram in Attachment A-2) that shows the alignment of department operations with the county's strategic plan components. To complete the strategy map:

1)   identify the goals and associated outcomes from the County's Strategic Plan that correspond to your Department

2)   evaluate your Departmental operations and identify those programs, activities, or any associated initiatives that support the achievement of the County Strategic Plan outcomes and

3)   align them accordingly as illustrated in Attachment A-2

Completing this exercise first will provide departments with a general perspective of strategic alignment prior to loading departmental objectives and measures into the software. A good strategy map represents the foundation for good scorecards and effective performance measurement. (An example is included as Attachment A-3)

The Departmental Scorecard
Departmental scorecards in ASE are created by grouping the outcomes/objectives resulting from the department's strategy map. Where a strategic plan outcome is being addressed by more than one department, department specific "subobjectives" (also called "child objectives") can be created under the outcomes so that department measures can be grouped onto their appropriate scorecards. Preliminary departmental scorecards have already been loaded into ASE. However, departments should carefully review these to ensure completeness as well as proper alignment, objectives, and measures. Changes should be discussed with departmental staff, the County Manager's Office and OSBM, and made as appropriate. As appropriate measures are finalized and included in ASE, ownership (person assigned responsibility for the specific measure) should be established or verified. The designated measure owner should ensure that the measure name and description are sufficient and that historical data is loaded. The measure owner should be the individual that can best explain high or low performance associated with the measure. Often, a co-owner may be designated that is solely or primarily responsible for data entry, but may not be as familiar with the

characteristics of a specific performance measure. Performance goals for future periods should be established by the department and loaded into ASE. The checklist below outlines a step by step approach to completing this portion of the business plan.

Checklist for completing performance objectives and measures portion:

1. Log in to ASE and navigate to your departmental scorecard
2. Review the scorecard content: are the objectives and measures the "right ones for your department? Do they adequately cover the scope of the department (its mission)?
3. Check alignment: are all departmental scorecard objectives linked to the correct county strategic plan outcome/objective? Is the alignment consistent with the department's strategy map? If not, linkage should be corrected; for assistance contact OSBM.
4. Are the objective owners correct? If not, objective owners should be corrected. Note – strategic planning outcome owners should not be revised without consulting with OSBM.
5. Are measures correctly aligned with departmental objectives? If not, linkage should be corrected.
6. Is the measure owner(s) correct? If not, measure owners should be corrected.
7. Has historical data been entered for each measure? If not, the owner(s) should be alerted to enter data. To load large amounts of historical data, contact OSBM.
8. Have the goals (performance targets) and warning levels for measures been entered for each period? Are they correct? If not, measure owners should update the goals/warnings for their measures. Note – goals & warnings can be seasonal.
9. On the scorecard, are the objectives and measures aligned with the appropriate perspective (customer, financial, internal, or learning and growth)? If not, the objectives should be re-linked to the appropriate perspective.

Finalizing Attachment 2 – Business Plan Report

Using the ActiveStrategy Enterprise (ASE) performance management system, the department should verify that all all ASE content including the FY2006-07 and the FY2007-08 performance targets are loaded. Following verification, the "Business Plan Report" (from the "Management Reports" quick-link in ASE) should be saved as a "pdf" and attached as Attachment 2 to the Business Plan.

For additional information on using ASE, please visit the website http:\\miamidade.gov\mps

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Attachment A-1

Miami-Dade County Strategic Plan Summary

Mission
Delivering excellent public services that address our community's needs and enhance our quality of life

Countywide Priorities
fiscally responsible and stable · quality of life for all · safety and quality of neighborhoods · technology, innovation, access, and information · planning for land use, transportation, and growth · a healthy economy · transportation · environment · cooperation and coordination

SERVICE DELIVERY AREAS

Economic Development	Health and Human Services	Neighborhood & Unincorporated Area Municipal Services	Public Safety	Recreation and Culture	Transportation

Strategic Area Missions – *Link to Countywide mission*
Goals – *Where do we want to be?*
Strategies – *How do we get there?*

PRIORITIES BY AREA

Economic Development
* targeted industries
* job skills
* low and moderate income home ownership
* coordinated economic development
* community involvement
* organizations with technical & management capacity
* Infrastructure & redevelopment
* customer friendly to entities doing business with County

Health and Human Services
* reduced rate of uninsured
* transportation access
* child care
* intervention & prevention
* basic education & skills
* healthier community
* affordable & special needs housing
* customer service
* reduction in unmet needs

Neighborhood & Unincorporated Area Municipal Services
* urban infill & decreased sprawl
* protection of viable agricultural & environmentally-sensitive lands
* community design
* strengthened bond with community
* access to information & services
* well trained, customer friendly
* compliance & remediation
* neighborhood & rights-of-way aesthetics
* neighborhood roadways, sidewalks, drainage & reduced flooding

Public Safety
* facilities & resources
* reduced response time
* reduction in property loss and destruction
* "Homeland Security" strengthened
* "Juvenile Assessment Center"
* information availability & involvement

Recreation and Culture
* well maintained, safe facilities & assets
* high quality green space
* more programs and services for varied needs
* coordination
* customer service
* facilities located where needed
* reduction in unmet needs
* awareness & access

Transportation
* integrated land use development
* roadway level-of-service
* successful implementation of The People's Transportation Plan reduced wait time · convenient and clean-
* improved access-safe and reliable expanded bus and rail-management & oversight)
* ports movement of people, baggage & cargo

SUPPORTING PRIORITIES

Defined performance standards - Accessible public information - Streamlined, responsive procurement - "Best-value" goods & services - User friendly e-government - Processes improved through technology - Motivated, dedicated workforce team aligned with organizational priorities - Workforce skills - Safe, convenient & accessible facilities to meet needs - Safe and reliable vehicles to meet needs - Sound asset management & financial investments - Resources to meet current & future needs - Cohesive, standardized financial systems & processes - Alignment of services with community's needs & desires - Achievement of performance targets - Accountability to the public - Continuous improvement - Opportunities for every registered voter to conveniently vote

MIAMI-DADE COUNTY

Attachment A-2
Strategy Map Diagram

Strategic Plan

Business Plans

STRATEGIC PLAN GOAL

Outcome D

Outcome C

Outcome B

Outcome A

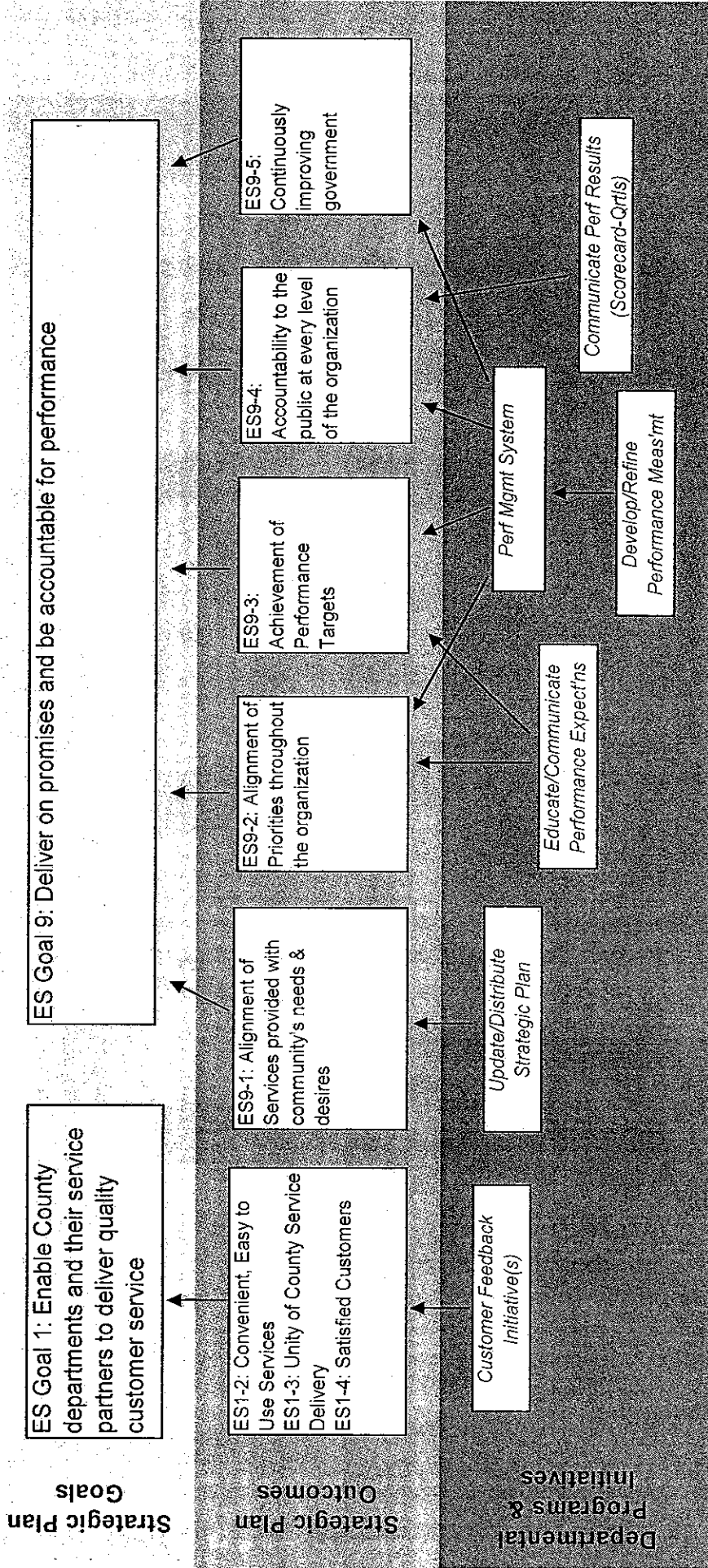Outcomes

Programs/Initiatives

MIAMI·DADE
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INSTRUCTIONS FOR DEPARTMENT BUSINESS PLANS
Fall 2006

Attachment A-3

Example: Strategy Map Diagram

OSBM - Management Planning and Strategy Division - Strategy Map, August 2004

Strategic Plan Goals

ES Goal 1: Enable County departments and their service partners to deliver quality customer service

ES Goal 9: Deliver on promises and be accountable for performance

Strategic Plan Outcomes

ES1-2: Convenient, Easy to Use Services
ES1-3: Unity of County Service Delivery
ES1-4: Satisfied Customers

ES9-1: Alignment of Services provided with community's needs & desires

ES9-2: Alignment of Priorities throughout the organization

ES9-3: Achievement of Performance Targets

ES9-4: Accountability to the public at every level of the organization

ES9-5: Continuously improving government

Departmental Programs & Initiatives

Customer Feedback Initiative(s)

Update/Distribute Strategic Plan

Educate/Communicate Performance Expect'ns

Perf Mgmt System

Develop/Refine Performance Meas'mt

Communicate Perf Results (Scorecard-Qrtls)

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MIAMI-DADE COUNTY

<insert Department Name>
Business Plan

Fiscal Years: 2007 through 2008
(10/1/06 through 9/30/08)

Plan Date: <insert date the plan is completed>

Approved by:

_____   _____
<<name>>, Department Director   <<name>>, Assistant County Manager

TABLE OF CONTENTS

Attachment 1
DEPARTMENTAL PROFILE
    Table of Organization
    Financial Summary
    Capital Budget Summary
    Business Environment

Attachment 2
BUSINESS PLAN REPORT

EXECUTIVE SUMMARY

This section is optional. It is recommended for lengthy or more complex business plans. Please delete, if your department will not be including this section in the Business Plan.

Insert brief description of department here

Insert high level table of organization here with titles and relationships of major responsibility areas.
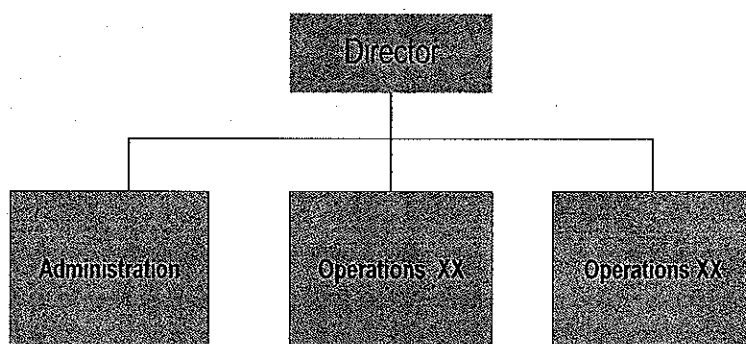
Insert summary of major programs, initiatives or milestones to be achieved in the current and next fiscal year.

Insert summary of significant factors critical to the Department's successful implementation of the business plan.

DEPARTMENT PURPOSE/MISSION

Insert Department mission statement or purpose statement (reminder – write over or delete text in red; text in black is standard and should not be deleted or re-written).

Additional departmental information can be found in the Departmental Profile (Attachment 1).

STRATEGIC ALIGNMENT

The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

➢ Insert your first strategic plan goal here

➢ Followed by other strategic plan goals that your department supports

➢

Example -

➢ Effectively provide the necessary and appropriate technology, buildings, equipment and people for delivery of quality services now and in the future (PS1)

➢

Department-related Strategic Plan Outcomes and departmental objectives:

➢ Insert your first strategic plan outcome here
- Insert associated departmental objectives that align with the outcome above
- Insert associated departmental objectives that align with the outcome above

➢ Followed by other strategic plan outcomes that your department supports
- Insert associated departmental objectives that align with the outcome above
- Insert associated departmental objectives that align with the outcome above

Example -

➢ Reduced response time (PS1.2)
- Reduce police emergency response time
-

KEY PROGRAMS AND INITIATIVES

The department's key programs and initiatives are highlighted below and organized by balanced scorecard perspective.

Customer Perspective

➢ Insert first customer related key program or initiative here

➢ Insert additional customer related key programs or initiatives as needed

Financial Perspective

➢ Insert first financial related key program or initiative here

➢ Insert additional financial related key programs or initiatives as needed

Internal Perspective

➢ Insert first internal related key program or initiative here

➢ Insert additional internal related key programs or initiatives as needed

Learning and Growth Perspective

➢ Insert first learning and growth related key program or initiative here

➢ Insert additional learning and growth related key programs or initiatives as needed

PERFORMANCE MEASURES AND TARGETS

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2006-07 and FY 2007-08 can be found in Attachment 2 – Business Plan Report.

CRITICAL SUCCESS FACTORS

See business plan instructions....

3 to 5 YEAR OUTLOOK

See business plan instructions....

Attachment 1
DEPARTMENTAL PROFILE

Department Description

Insert, a brief description of the major duties, services/and programs currently provided by the Department (if desired, may separate by division); a brief history of significant events affecting the department; current innovative programs and initiatives, discussion of major contracted operations (if any).

Table of Organization

Cut and paste a copy obtained from your budget analyst

Financial Summary

Cut and paste a copy obtained from your budget analyst

Capital Budget Summary

Cut and paste a copy obtained from your budget analyst

Current Business Environment

Summarize department business environment here, including customers served, major customer service trends, regulatory environment, and changes in business practices, effects of privatization, if any, and how customer feedback was used to improve performance, if applicable.

Miami-Dade County
Management Reporting (Business Review) Process
Fiscal 2006-07

Purpose

The Miami-Dade County performance reporting system is an essential part of being a results-oriented government because it provides an easy way to assess how well we are addressing our priorities. Our system provides departments with the ability to collectively track and report the status of key tasks and goals identified in several county plans and initiatives including strategic plan, department business plans, budget priorities, customer service initiatives, workforce development plans, audit responses, and other sources. The system is designed to clearly and accurately communicate performance information through the organization enabling us to identify and understand our strengths and areas for improvement.

Overview

Beginning in FY2005-06, departments began to use the County's ActiveStrategy Enterprise (ASE) software system to report performance data. ASE is the County's performance management tool that automates the strategic management components collectively. It helps keep the County focused on the long range objectives of the organization as outlined in our strategic plan.

The County has a number of other systems that contain performance related information including FAMIS, ABDS, ERP, EAMS, and the fleet management system, as examples. When appropriate, performance related information from these other systems is aggregated and summarized for entry into ASE. There are on-going efforts to evaluate automated interfaces for extracting this data into ASE.

Another key performance related system is ServiceStat. ServiceStat is a program designed to enhance both internal performance-based management and public value by tracking information on citizen requests for service and information received through 311. It is a day-to-day operational tool that allows decision-makers to reallocate resources as needed, intercept problems before they escalate, and address inefficiencies with documented indicators. The creation of service delivery reports through ServiceStat provide department directors and other County leaders with "near real-time" information on results that matter. Like "My Neighborhood" and other interactive GIS applications, performance statistics can be mapped, customizing the output for a commission district, specific address or neighborhood.

Deployment of ServiceStat with Departments has begun and will continue over the next few years as the roll-out of 311 continues. As this deployment continues, the process for reviewing the information available through ServiceStat should be integrated into the methodology outlined below.

On a monthly basis, directors must review their departmental scorecards (objectives and measures in ASE) with their key staff to discuss performance and opportunities for improvement. These monthly "business reviews" are the cornerstone of a significant shift in how we manage. Each month, business reviews must take place within 30 days of the end of the month.

Assistant County Managers will conduct their business reviews with their department directors at a minimum quarterly and more frequently (bimonthly) at the Assistant County Manager's discretion. Quarterly business reviews should be completed within 30 days of the end of the quarter. The County Manager/Deputy County Manager will participate in the Assistant County Manager reviews on a rotating basis throughout the fiscal year. Special arrangements for these meetings may be required (e.g. assembly of a review panel and use of a podium) but will be announced prior to these meetings.

To avoid scheduling conflicts and facilitate these review meetings, the County Manager has designated the Friday after the month's second Board of County Commissioner's meeting as Strategic Meeting Day. This day will be reserved so that county executive staff has a greater opportunity each month to complete the business review meetings. OSBM staff will participate in, and assist in preparing for business review meetings.

Departmental (Monthly) Reviews Methodology

Each month, department directors will schedule and hold a review meeting with their key staff. The department director (and other designees from their office, if desired) will act as the "reviewer"; mid-upper management staff of the department (typically owners of the departmental objectives and associated measures) will act as the "reviewees". Reviewer and reviewee teams should meet independently beforehand to evaluate the scorecard and prepare potential questions and answers. OSBM may assist both teams in preparing for the business reviews.

The review sessions may include a facilitator to operate the computer that displays the departmental scorecard and ActiveStrategy content for the participants. The facilitator navigates the software for the reviewer(s) and reviewee(s). An effective review session will start by focusing on lagging metrics that are underperforming, and ask "why" they are under performing. Please see the attached business review sample questions. (Attachment C-1)

Although some objectives and measures may be consistent with the Assistant County Manager business reviews, the objectives and measures discussed at the departmental reviews will generally be at an operational and often more tactical level than the Assistant County Manager measures.

Assistant County Manager (quarterly or bimonthly) Reviews Methodology

Assistant County Managers will schedule and hold a collective review meeting with their department directors on a quarterly, or more frequent, basis. The Assistant County Manager will act as the "reviewer" and the department directors will act as the "reviewees". Reviewer and reviewee teams should meet independently beforehand to evaluate the scorecard and prepare potential questions and answers. OSBM may assist both teams in preparing for the business reviews.

The review sessions may include a facilitator to operate the computer that displays the Assistant County Manager scorecard and ActiveStrategy content for the participants. The facilitator navigates the software for the reviewer(s) and reviewee(s). An effective review session will start with focusing on lagging metrics (measures that reflect performance "after the fact") that are underperforming, and ask "why" it is performing the way it is. Please see the attached business review sample questions. (Attachment C-1)

Although some objectives and measures may be consistent with the departmental business reviews, the objectives and measures discussed at the Assistant County Manager reviews will generally be at a "higher" and often more strategic level than the departmental measures.

Assistants to the County Manager will document business review action items and draft a transmittal memo for the Assistant County Manager's signature within 3 business days after the meeting. The memo should contain a summary by department of any areas of concern and expected completion dates for action items.

Additional useful tools and resources related to the County's strategic management process can be found at http://www.miamidade.gov/mps/ .

Sample Questions from Executive Reviewer:

Q: I see that we have a yellow indicator for the objective of "Meeting our Budget Targets". What areas are we most at risk and what are we doing to make sure we don't overspend?
Follow that same approach, tracking the underperforming leading metrics (causal measures or ones that are predictors of performance) down through or across the department.

Q: What are we doing to improve our customer satisfaction scores?

Q: I see that our revenues are underperforming. What is the root cause of this? Can we create a specific initiative that will help turn around performance?
Ultimately, we want our questioning to take us to a lower level underperforming leading metric that is in the process of being improved or scheduled to be in the process of being improved.

Q: I see that our emergency response time is falling short of reaching its goals. What are the leading (or causal) metrics and how are they doing?

Qs: What is the root cause? What solution are we implementing? Is your implementation on schedule? Is it on budget?

Follow-up Request:
Jack, please look into this issue and get back to us in one week to let us know how you're going to resolve this issue.

Another approach to running effective reviews is to evaluate performance by examining the reports that highlight areas for improvement.

Business reviews may also include Q&A or discussion of measures that are performing well:
Q: I see that we met this month's goal for paying vendors on time. Did we do anything differently? Will we be able to sustain this performance level?

Note: Conducting good business reviews takes practice. Business reviews should improve over time. Variance reports (in ASE) developed ahead of time will reduce the number of "why" questions (or at least help explain them) and stimulate discussion on how to improve.

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2007 PERFORMANCE MANAGEMENT MEETINGS
(preliminary schedule as of 10/18/06)

Strategic Department Meetings Before or On		Quarterly w/ ACM*
January	19	On Jan 19
February	23	
March	23	
April	20	On April 20
May	18	
June	22	
July	20	On July 20
August	24	
September	21	
October	19	On Oct 19
November	**	
December	21	

* Calendar to meet with your leadership team in advance of the ACM quarterly meeting
** Thanksgiving holiday week. Calendar your monthly business review prior to month-end.

Miami-Dade County
Business Planning and Performance Measurement: Setting Targets

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Overview

- Setting Targets

- Collecting Best Practice Information

- Using Stretch Goals

Setting Targets

"A performance target can give people a real opportunity to earn personal satisfaction that comes from doing something truly worthwhile. It provides focus and meaning for their work.

An easily achievable or inconsequential target will do little. The target must be significant. It must require real effort. If people determine that it will be easy to hit the target, or if they recognize that it is unconnected to any larger purpose, they will feel little need to devote much energy, effort, or intelligence to the undertaking."

– Bob Behn's Public Management Report

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Setting Targets: Introduction

- Set and communicate the expected performance level for your department
- Give managers and employees direction
- Focus on improvement and achieving Miami-Dade County's Strategic Plan Goals and Outcomes

Beware of measurement for measurement's sake. Measures not accompanied by targets have only half their power to challenge, motivate, and direct the workforce.

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Setting Targets: Criteria

When setting targets:

- Ensure that targets are quantifiable
- Ensure that targets clearly communicate expected performance
- Demonstrate the relationship between the target and the desired outcome
- Focus on targets for outcome and efficiency measures

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Setting Targets: Business Plans

When setting business plan targets:
- Ensure that the target reflects your strategic plan objectives
- Align the target with your department's resource allocation
- Validate the target on a continual basis

Good target setting requires two important pieces of information:
- The department's current performance or baseline on measures
- Best practice information

Effective target setting requires knowing where you are and where you want to go.

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Setting Targets: Best Practice Information

To set business plan targets, departments should review and consider best practice information:

- Identify the department's key business processes
- Determine the best practice information associated with these key business processes
- Decide which organizations you will review (including your own department's historical data)
- Create a plan for your department to collect this information
- Use this information to set a challenging, yet realistic performance target

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Best Practice Information: Who To Look At

- Peer jurisdictions – Other large counties, particularly those that share the same environmental and/or demographic characteristics (e.g., Broward County, Los Angeles, County, etc.)
- Other Florida jurisdictions
- "Best in class" performers
- Private sector organizations
- Your department's performance data

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Best Practice Information: Where To Find It

- Publications from other jurisdictions (e.g., Budget Documents, Performance Reports)
- Professional Organizations (e.g., ICMA Center for Performance Measurement, Florida Benchmarking Consortium)
- Government data and statistics (e.g., Census Bureau, Bureau of Labor Statistics, GAO, etc.)
- Professional and/or academic journals
- Private consulting/research firms
- Colleagues

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Setting Targets with Best Practice Information

- When comparing best practice information with department's performance data, it is often difficult to get "**apples to apples**" comparison

Consider Costs
What's comparable?
Direct costs
Indirect costs
Costs v. charges
Avoidable costs

Consider Workload –
what does it mean?

Time – when does the clock start?

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Setting Targets with Best Practice Information

- If an "apples to apples" comparison is not possible, *adjust* the information for target-setting purposes
- Measurement techniques account for differences and allow adjustment:
  - Ratios
  - Percentages
  - Indexes
  - Accounting adjustments
- Disclose differences
- Be willing to make estimates and be flexible
- Use your own professional judgment to set targets

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Setting Targets: Things to Remember

Performance targets should be realistic while also encouraging higher levels of accomplishment:

- Motivation arises from a moderate probability of success
  - Challenge employees
  - Goals that are too difficult stymie motivation
  - Goals that are too easy lead to complacency

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Stretch Goals: Introduction

- Usually multi-year, long-term goals
- Keep the department focused on long-term, strategic outcomes
- Potentially identify where a department needs to change or abandon the status quo

Stretch goals do not replace business plan targets and the collection of best practice information, they *complement* those things

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Stretch Goals: Criteria

- Be discriminating – set stretch goals for:
  - Critical business processes and/or processes that support your major strategic priorities
  - Objectives requiring significant change/ achievement
  - Objectives moving the department forward
- Provide a rationale explaining why achieving the stretch goal matters
- Stretch goal requires special focused effort without being impossible
- Set clearly defined milestones for each goal

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Stretch Goals: Evaluating Results

Each year review progress on stretch goals with these considerations in mind:

– Value: How critical is this area to achieving our top business priorities?

– Gap: How far do we have to go?

– Timeliness: Are we meeting our key milestones in a systematic fashion?

– Appetite: Is there energy and enthusiasm in our department to attack this area?

– Skills: Do we have the skills we need within the department? If not, can they be acquired?

– Best practice information: What are the possibilities in this area? Who else has done this and how did they do it?

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Targets and Stretch Goals: Implementation

• Responsibility for integrating targets and stretch goals into departments' existing performance measurement rests with the departments' **leaders** – directors and division chiefs

"A crisis mobilizes people. So can performance targets. First, however, the organization's leaders have to make these targets real. They can't just send out the beginning-of-the-year memo listing a few targets and then move on to other things. They have to focus their own, personal energies on these targets. They have to establish a sense of urgency. They have to make these targets visible."

- Bob Behn's Public Management Report

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Questions or Comments?

If your department:
* Has questions about any portion of the presentation
* Wants more information about any portion of the presentation
* Requires assistance in setting business plan targets, collecting best practice information, and/or setting stretch goals

Contact the Office of Strategic Business Management –
Management, Planning, and Strategy Division
305-375-3884
http://www.miamidade.gov/mps/